



Carroll, & Franck & Associates

1357 Highland Parkway
Saint Paul, MN 55116
Phone: 651-690-9162
Fax: 651-690-9156
carrfran@qwest.net

To: NCEC members
CC: NCRD staff
From: Anne Carroll, public engagement consultant
Re: *Draft* Stakeholder Engagement Plan
Date: 23 March 2010

The attached *draft* Stakeholder Engagement Plan is the result of the work done by NCEC members and NCRD staff at a four-hour stakeholder identification and analysis workshop on 6 March 2010. From that documented baseline information and concurrent discussion, staff and I filled in some of the information for your identified stakeholders so you would have a more complete draft for your initial review.

You will note in the draft Plan below that some stakeholders have been combined, and some that were appropriately singled out in your workshop for purposes of analysis are here listed as key contacts or proxies for identified stakeholders. In addition, *for the purposes of this Plan*, I intentionally combined some of the groups of elected officials and others that we had split out in the workshop. For example, while it made sense to differentiate among electeds who have been more or less actively involved in this work in the *past*, as the NCEC moves forward with new programs, organizational and reporting structures, and much more formal and intentional interactions with elected bodies (entity-to-entity relationships), it is appropriate for this Plan to reflect that future.

Finally, below are issues and questions that I believe merit the NCEC's attention over time. My hope is that wrestling with these and reaching consensus will help you continually improve the Commission's effectiveness and how this new entity of yours is perceived and appreciated by others over time. And of course, I wish you the very best of luck in this exceptionally important work.

Issues/questions that merit further NCEC discussion:

- What is NCEC's understanding of the Council-adopted IAP2 core values that are to guide all community engagement?
- What are NCEC's objectives in engaging their identified stakeholders: for what purpose and to what end? What do you need to know from these stakeholders? What will you do with their input?
- How does NCEC differentiate between the role of NCEC and the role of neighborhood organizations in engaging community stakeholders?
- To what extent and in what way does NCEC wish to guide, direct, control, monitor, take over, or otherwise influence neighborhood organizations' stakeholder engagement work?
- Who is responsible for designing the overall stakeholder engagement process?
- What kind of engagement techniques are most appropriate for which stakeholders?
- Who is responsible for implementing your engagement design? Who will handle all the logistics? Who will do all the formal documentation? How will stakeholder input be shared among NCEC members, staff, and any others who need some or all of the information? How will the stakeholders know how their input was used?
- How and in what ways will the NCEC's stakeholder engagement evolve over time, and what else must be adjusted accordingly?
- To what extent does the NCEC wish to measure the performance or outcomes of neighborhood organizations? To what extent might NCEC-advised funds be linked to results?
- Does the NCEC wish to tie NCEC funding for neighborhood organizations' projects to explicit topics or categories?

City of Minneapolis, NCEC Stakeholder Engagement Plan

Current to: 23 March 2010

The City of Minneapolis' [Framework for the Future](#) recognizes the work of neighborhood associations as a basic city service with essential funding support. The [Neighborhood Community Engagement Commission's](#) Committee of the Whole is responsible for developing recommendations for administrative funding through the Citizen Participation Program (CPP). They are also charged with developing recommendations on the criteria, formula, distribution, use, and monitoring of the Neighborhood Investment Fund (NIF); and the Community Innovation Fund (CIF).

This Stakeholder Engagement Plan identifies the stakeholders that the NCEC intends to directly engage to inform their efforts to design these programs. It includes stakeholders already "at the table," as well as those to whom we will explicitly reach out to more fully understand the key issues and thus develop a better design. As such, this Plan will evolve over time as the stakeholder landscape changes.

Note that this particular Stakeholder Engagement Plan is not the plan for the entire body of work for which the NCEC is responsible. We anticipate developing different Plans over time to reflect the varied work we do; in doing so, we understand the need look at the full range of the NCEC's work in order to neither over- nor underrepresent particular stakeholders.

Format notes:

- Stakeholders are grouped but are in no particular order; they are numbered for convenient reference column explanations are provided below
- IAP2 engagement category: The International Association for Public Participation's core values that the City of Minneapolis adopted to guide its stakeholder engagement work; see core values and Spectrum of Public Participation below; for more information go to http://www.ci.minneapolis.mn.us/ncr/docs/CorePrinciples_CE.doc and www.iap2.org for more information
- Stake: The *stakeholder's* stake in the NCEC's work
- Purpose for engagement: Why the NCEC is engaging this stakeholder
- Barriers: Anything that could hinder the NCEC's successful engagement of this stakeholder; these are noted so that the NCEC can identify ways to overcome them
- Various engagement techniques are listed; other options may always be considered
- Contacts and proxies: Contacts provide the NCEC with direct access to this stakeholder; proxies are individuals or organizations with whom the NCEC may be able to work to access this stakeholder or otherwise overcome engagement barriers
- Engagement details and timing: This includes additional detail about engagement methods and schedule
- Responsibility: Who is responsible for ensuring this stakeholder's engagement
- Status: When this stakeholder was engaged

For more information on stakeholder engagement or the NCEC's work, contact David Rubedor, and also see the NCEC's website at <http://www.ci.minneapolis.mn.us/ncr/>

IAP2's Public Participation Spectrum



Increasing Level of Public Impact

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example techniques	<ul style="list-style-type: none"> ■ Fact sheets ■ Web sites ■ Open houses 	<ul style="list-style-type: none"> ■ Public comment ■ Focus groups ■ Surveys ■ Public meetings 	<ul style="list-style-type: none"> ■ Workshops ■ Deliberative polling 	<ul style="list-style-type: none"> ■ Citizen advisory Committees ■ Consensus-building ■ Participatory decision-making 	<ul style="list-style-type: none"> ■ Citizen juries ■ Ballots ■ Delegated decision

IAP2 Core Values

- Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- Public participation includes the promise that the public's contribution will influence the decision.
- Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- Public participation seeks input from participants in designing how they participate.
- Public participation provides participants with the information they need to participate in a meaningful way.
- Public participation communicates to participants how their input affected the decision.

© 2000-2006

City of Minneapolis, NCEC Stakeholder Engagement Plan

Current to: 23 March 2010

Week of...	Stakeholder (SH), IAP2 Engagement Category, "Stake"	Purpose of Engagement <i>Barriers to Engagement</i>	Survey	Interview	Focus Group	Large group event	Email/letter	Rpt/presentation	Mtg/consultation	Contact or proxy Engagement details and timing	Responsibility	Status
Electeds												
1	City Council (Committee of the Whole) • <i>Engagement category: Consult</i> • Stake: Created the NCEC so they monitor and fund NCEC's work; as part of <i>Framework for the Future</i> , identified neighborhoods as basic city service	• Purpose: Stay aligned with Council • <i>Barriers:</i> • <i>Getting on agenda on regular basis</i> • <i>No protocols in place for this or other Council-desired communications</i>						◆		• Contact: Vice chair's office • Details: • Monthly?? reports/presentations to CoW	NCEC leadership and Rubedor	
2	Mayor • <i>Engagement category: Inform</i> • Stake: Stated commitment to neighborhoods being involved in city priority-setting	• Purpose: Maintain mayoral support for NCEC's work engaging neighborhoods • <i>Barriers: Getting on agenda on regular basis</i>						◆		• Contact: ?? • Details: • Frequency? Level of detail?	NCEC leadership and Rubedor	
3	Hennepin County Commissioners • <i>Engagement category: Inform</i> • Stake: City TIF affects County revenues	• Purpose: Commissioners who represent City districts are affected by projects that will come under NCEC purview. • <i>Barriers: Scheduling</i>						◆		• Contact: McLaughlin, Dorfman's offices • Details: • Frequency? Level of detail?	NCEC leadership and Rubedor	
4	Mpls legislative delegation • <i>Engagement category: Inform</i> • Stake: Legislature enabled NRP; TIF funds used for neighborhood revitalization; NCEC's work significantly affects their constituents	• Purpose: They would lead any future legislative changes relative to certain categories of funding. • <i>Barriers:</i> • <i>Scheduling</i> • <i>Perceived relevance and timeliness of engagement</i>						◆		• Contact: Delegation chair • Proxy: • Details: • Frequency? Level of detail?	NCEC leadership and Rubedor	
Staff: City, NRP, County												
5	CPED Planning Dept staff • <i>Engagement category: Consult</i> • Stake: Responsible for comprehensive land use planning, and therefore influence physical development	• Purpose: • Support clear communications and alignment between work of NCEC and CPED • Engage all (vs. some) CPED staff • <i>Barriers: Unclear roles and</i>						◆		• Contact: Karen Berkowitz • Details: ???	Rubedor/ R Thompson	

	Week of...	Stakeholder (SH), IAP2 Engagement Category, "Stake"	Purpose of Engagement <i>Barriers to Engagement</i>	Survey	Interview	Focus Group	Large group event	Email/letter	Rpt/presentation	Mtg/consultation	Contact or proxy Engagement details and timing	Responsibility	Status
			<i>responsibilities of neighborhoods and CPED staff in working together</i>										
6		NCRD Director • <i>Engagement category:</i> <i>Collaborate</i> • Stake: Oversees work of NCEC and NCR staff	• Purpose: • Ensure alignment and understanding • Help shape the department's business plan • <i>Barriers: Scheduling</i>							◆	• Contact: Director • Details: Biweekly meetings	NCEC leadership and R. Thompson	Ongoing
7		NRP Policy Board NRP staff City NRP-related staff: Bob Cooper • <i>Engagement category:</i> <i>Collaborate</i> • Stake: Maintain the value of their 20-year investment in neighborhood associations	• Purpose: • Learn from their history, experiences, relationships • Build relationships and communications conduits with neighborhood associations • Understand technical/ financial arrangements • <i>Barriers: Scheduling</i>						◆	◆	• Contacts: • NRP director Bob Miller • City staff: Bob Cooper • Details: ???	NCEC leadership and Rubedor	
8		Hennepin County Housing, Community Works, and Transit • <i>Engagement category: Consult</i> • Stake: Work with neighborhood associations on selected projects to engage full range of community stakeholders	• Purpose: • Understand what information the County needs from stakeholders that neighborhood associations are in a unique position to facilitate • Help them work more effectively with neighborhood associations • <i>Barriers: ???</i>							◆	• Contact: Relevant lead staff • Details: ???	Rubedor	
9		MPD Crime Prevention Specialists • <i>Engagement category:</i> <i>Collaborate</i> • Stake: Direct link to block clubs; familiar with community assets, weaknesses; neighborhood associations are supported by funding block clubs and block patrols	• Purpose: • Build on their community relationship to strengthen and build support for neighborhood associations across the city • <i>Barriers: +++??</i>		◆	◆					• Contact: Department head • Details:	Rubedor	

	Week of...	Stakeholder (SH), IAP2 Engagement Category, "Stake"	Purpose of Engagement <i>Barriers</i> to Engagement	Survey	Interview	Focus Group	Large group event	Email/letter	Rpt/presentation	Mtg/consultation	Contact or proxy Engagement details and timing	Responsibility	Status
Neighborhood Organizations													
10		Neighborhood organizations <ul style="list-style-type: none"> Engagement category: <i>Collaborate</i> Stake: Target of CPP funding; recognized by the Framework for the Future as providing key city service; some organizations are at the end of their Phase II funds 	<ul style="list-style-type: none"> Purpose: <ul style="list-style-type: none"> Understand their needs Learn what works well and what doesn't Gather input on funding guidelines Help them find ways to engage underrepresented stakeholders Barriers: <ul style="list-style-type: none"> Some are much less engaged at this time Some don't have paid staff Fear and distrust of new process 			◆	◆				<ul style="list-style-type: none"> Contacts for associations with staff: <ul style="list-style-type: none"> Neighborhood association staff Neighborhood association board chairs Proxies for associations without staff: <ul style="list-style-type: none"> NRP staff Coalitions of neighborhood associations, (e.g., SW Coordinators [staff group of neigh orgs], 7-13 [neighborhoods in 13th ward], Others??? Details: <ul style="list-style-type: none"> ???? <Some of these may need some additional support and follow-up if they are currently less engaged or have little or no staff support> 	R Thompson and representative NCEC members	
Organizations that regularly interact with neighborhoods on development													
11		Project for Pride in Living Common Bond Faith communities doing development Business associations: <ul style="list-style-type: none"> Chamber groups Businesses associated with Great Streets program Corridor business associations Node business associations Neighborhood business associations Downtown Improvement Council Community Development Corporations	<ul style="list-style-type: none"> Purpose: <ul style="list-style-type: none"> Build more trusting relationships between developers/ funders/ partners and both NCEC and neighborhood associations Help align support for neighborhood projects Barriers: <i>History of mixed levels of trust and effectiveness</i> 					◆	◆	◆	<ul style="list-style-type: none"> Contacts: <ul style="list-style-type: none"> PPL: Steve Cramer Common Bond: ?? Faith communities: ??? and Holy Trinity (partnered with LCC on low-income housing); Plymouth Congregational (helped fund and spt community development); others?? Business associations: ??? (Longfellow, West Broadway, Mpls Chamber...) DID: Director CDCs: ??? (Northeast Community Development Corp) 	Rubedor	

	Week of...	Stakeholder (SH), IAP2 Engagement Category, "Stake"	Purpose of Engagement <i>Barriers to Engagement</i>	Survey	Interview	Focus Group	Large group event	Email/letter	Rpt/presentation	Mtg/consultation	Contact or proxy Engagement details and timing	Responsibility	Status
		Others??? <ul style="list-style-type: none"> Engagement category: <i>Involve</i> Stake: Act as development partners with neighborhood associations, and may need their support for some development activities 									<ul style="list-style-type: none"> Proxy: Minneapolis Consortium of Community Developers Details: ??? 		
12		Downtown Council <ul style="list-style-type: none"> Engagement category: <i>Inform</i> Stake: Downtown businesses generate TIF revenue that funds some of NCEC's work 	<ul style="list-style-type: none"> Purpose: <ul style="list-style-type: none"> Build understanding of NCEC's work to engage neighborhoods in decision-making process Barriers: <ul style="list-style-type: none"> Scheduling Perceived relevance and timeliness of engagement 					◆			<ul style="list-style-type: none"> Contact: Director of Downtown Council Details: 	NCEC leadership and Rubedor	
Funders													
13		McKnight Foundation LISC Minneapolis Foundation Bush Foundation NEXUS <ul style="list-style-type: none"> Engagement category: <i>Inform</i> Stake: Supporter of neighborhood capacity building; present or past funder of neighborhood organizations 	<ul style="list-style-type: none"> Purpose: Demonstrate City commitment to neighborhoods in order to leverage additional support Barriers: 					◆		◆	<ul style="list-style-type: none"> Contact: <ul style="list-style-type: none"> McKnight Foundation: Relevant program officer LISC: Relevant program officer Minneapolis Foundation: Relevant program officer Bush Foundation: Relevant program officer NEXUS: Relevant program officer Details: ??? 	Rubedor	
Underrepresented groups													
14		People with disabilities <ul style="list-style-type: none"> Engagement category: <i>Collaborate</i> Stake: Neighborhood development issues impact their lives 	<ul style="list-style-type: none"> Purpose: <ul style="list-style-type: none"> Help ensure that their voices and interests are represented in <u>the work of neighborhood associations</u> Barriers: <ul style="list-style-type: none"> Relevance to their mission and goals Fear or distrust Scheduling Some without formal structures 		◆	◆	◆			◆	<ul style="list-style-type: none"> Contact/proxy: <ul style="list-style-type: none"> Minneapolis Advisory Council on People with Disabilities Margot Imdieke-Cross, MN State Council on Disability, 651-361-7802 margot.imdieke@state.mn.us Details: ???? 	DNCR staff and some NCEC members	

	Week of...	Stakeholder (SH), IAP2 Engagement Category, "Stake"	Purpose of Engagement <i>Barriers to Engagement</i>	Survey	Interview	Focus Group	Large group event	Email/letter	Rpt/presentation	Mtg/consultation	Contact or proxy Engagement details and timing	Responsibility	Status
			<i>or known contacts</i> • Numerous organizations – who represents whom, on what?										
15		Youth, families w/young children • Same as above	• Same as above	◆		◆					<ul style="list-style-type: none"> • Contact: • School leadership groups • Principals • PTOs • MPRB Nature Center directors • Community center directors • Youth Coordinating Board • Details: ??? 	DNCR staff and some NCEC members	
16		Cultural community members • Same as above	• Same as above	◆	◆	◆			◆		<ul style="list-style-type: none"> • Contacts: • Lake Street Latino business owners • Lake Street area Latino charter schools (Cristo Rey School) • African Development Ctr • Latino Advisory Committee • CLUES • Centro ??? • Social service agencies • CAPI • Henn Co Multicultural Services • Somali Confederations • MUID (Metro Urban Indian Directors) • ++ other language and cultural groups? • Details: ??? 	DNCR staff and some NCEC members	
17		People in poverty or transition • Same as above	• Same as above	◆	◆	◆					<ul style="list-style-type: none"> • Contacts: • Renters • Housing advocacy groups • Tenant organizations • Details: 	DNCR staff and some NCEC members	

	Week of...	Stakeholder (SH), IAP2 Engagement Category, "Stake"	Purpose of Engagement <i>Barriers to Engagement</i>	Survey	Interview	Focus Group	Large group event	Email/letter	Rpt/presentation	Mtg/consultation	Contact or proxy Engagement details and timing	Responsibility	Status
Topic- or interest-specific groups													
18		Public Health organizations <ul style="list-style-type: none"> Engagement category: ?? Stake: ?? 	<ul style="list-style-type: none"> Purpose: ??? Barriers: ??? 								<ul style="list-style-type: none"> Contacts: <ul style="list-style-type: none"> Minneapolis Public Health staff and commissioner Henn Co HHS Health care institutions and professionals Mayor's PH policy aide (Claudia Fuentes) CC chair of public safety and health (Don Samuels) Details: ??? 	TBD	

Communications Connections: These are not stakeholders, but may become NCEC partners to support communications and engagement

- Language/culture-specific newspapers, radio, TV
- Community radio, newspapers, TV, MTN
- Specific reporters who regularly report on neighborhood and community news, development issues, etc.

Identified stakeholders that the NCEC will not be engaging directly either at this time or for this initiative:

- | | | |
|---|--|--|
| <ul style="list-style-type: none"> • 2010 Bridge Fund recipients • 50th and France Business Association • 50th and Zenith Business Association • Absentee landlords/landowners • Arts organizations • Block Club leaders • Business owners seeking variances • City Attorney's office • City Audit Department • CPED Economic Development • CPED Housing • Crime-prevention organizations, such as Court Watch, NOMI, organized resident-victim groups • Developers • Edina residents • Environmental organizations, such as National Park Service, Park Watch, Minnehaha Watershed District | <ul style="list-style-type: none"> • Federal Reserve Bank, Community Affairs Division • Hennepin County Commissioners not in Minneapolis • Hennepin County Transportation Department • Hennepin County/Minneapolis Library director • Housing developers, nonprofit and for-profit • Labor unions • Minneapolis American Indian community [see MUID above] • Minneapolis Bicycle Coalition • Minnesota Department of Natural Resources (health/environmental issues) • Organizations that receive funding from neighborhoods • Pershing Park • Pillsbury United Communities • Planning Commission | <ul style="list-style-type: none"> • Public-private partnerships/2010 partners • Religious organizations not involved with neighborhood development • Residents not currently engaged with neighborhood associations • School Board • Single family home developers • St. Paul District Councils • Target • Three Rivers Park District • University of Minnesota Center for Urban and Regional Affairs (CURA) • University of Minnesota Humphrey Institute of Public Affairs |
|---|--|--|